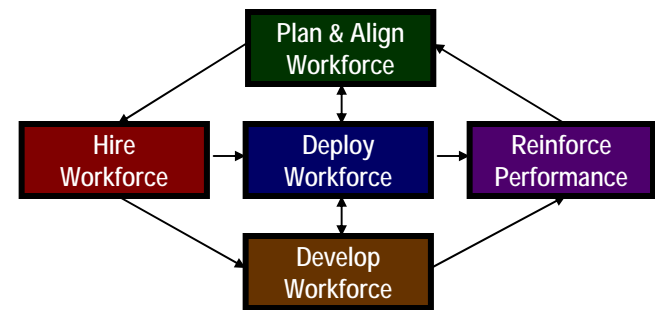


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State of Washington  
Office of Administrative Hearings

Human Resource  
Management Report

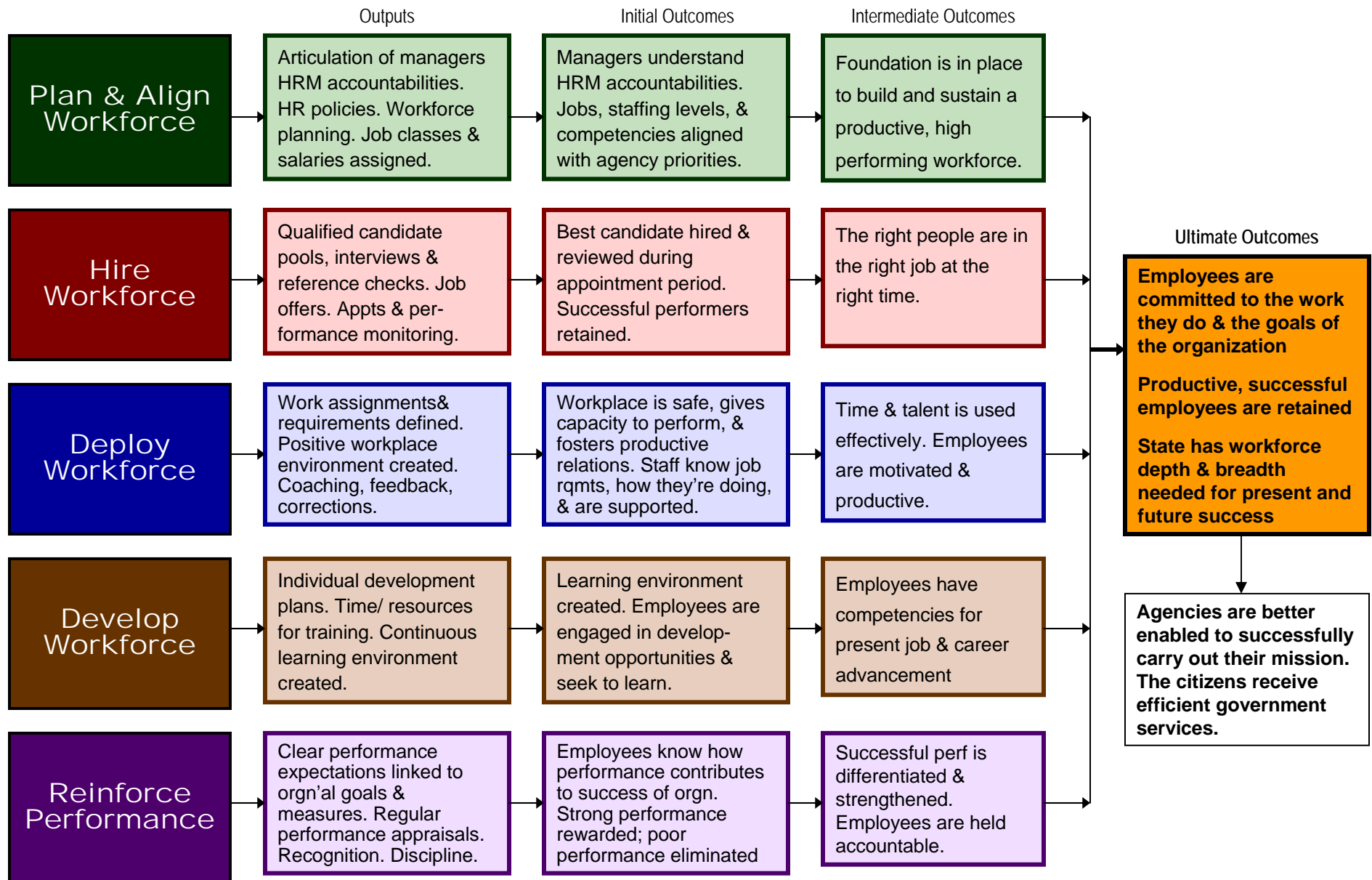
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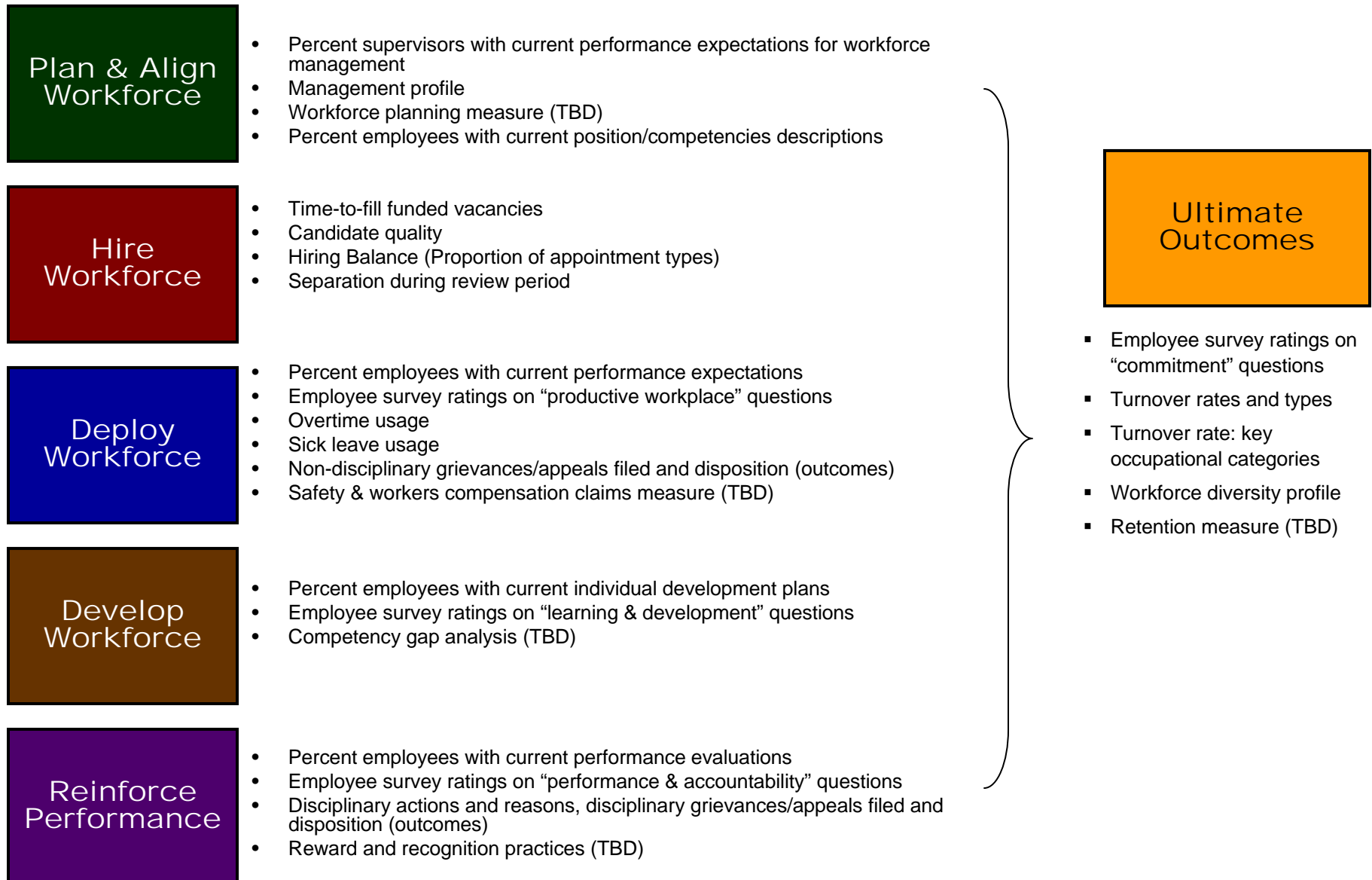
**May 4, 2007**

Note: This is the standard format provided by DOP as of 1-1-07. Agencies may customize or supplement this format to meet unique needs, as long as the minimum information shown in this format is included.

## Managers' Logic Model for Workforce Management



## Standard Performance Measures



## Plan & Align Workforce

### Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

### Performance Measures:

**Percent supervisors with current performance expectations for workforce management**

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

## Workforce Management Expectations

**Percent supervisors with current performance expectations for workforce management = 100%**

Total # of supervisors with current performance expectations for workforce management = 23

Total # of supervisors = 23

## Management Profile

# Plan & Align Workforce

### Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

### Performance Measures:

Percent supervisors with current performance expectations for workforce management

### Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

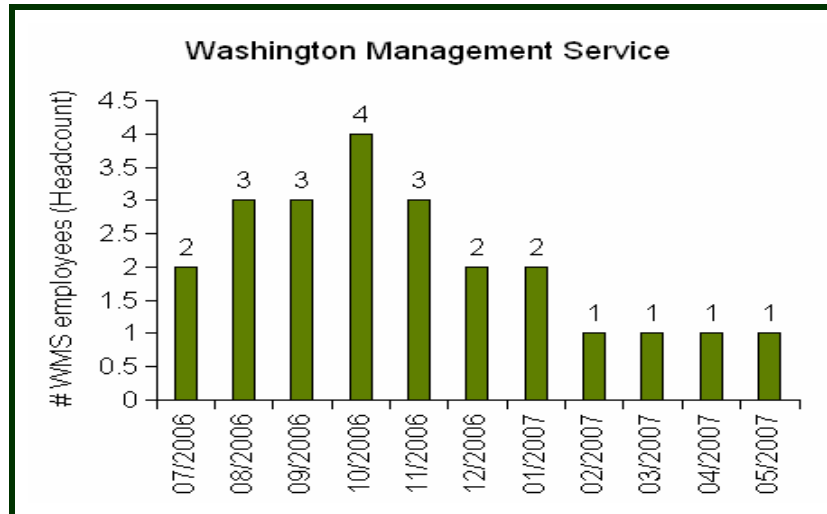
**Number of WMS employees = 1**

**Percent of agency workforce that is WMS = .6%**

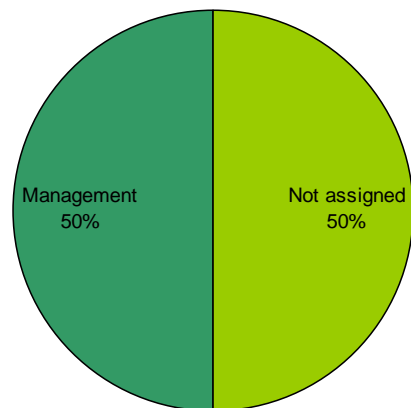
**Number of all Managers\* = 1**

**Percent of agency workforce that is Managers\* = .6%**

\* Headcount in positions coded as "Manager" (includes EMS, WMS, and GS)



### WMS Management Type



Manager	1
Consultant	0
Policy	0
Not Assigned	1

### Analysis:

- OAH has one WMS position.
- The report indicates one management position as unassigned. This is reflective of the 01/2007 data.
- One of the positions in 01/2007 was not updated to reflect management type.

### Action Steps:

- Report should correct itself with the October report.

## Plan & Align Workforce

### Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

### Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

**Percent employees with current position/competency descriptions**

## Current Position/Competency Descriptions

**Percent employees with current position/competency descriptions = 82%**

Total # of employees with current position/competency descriptions\* = 108

Total # of employees\* = 131

\*Applies to employees in permanent positions, both WMS & GS

### Analysis:

- The agency's goal is to ensure the remaining position/competency descriptions are updated.

### Action Steps:

- Have supervisors update remaining position descriptions by the October reporting period.

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

### Time-to-fill vacancies

### Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

### Time-to-fill Funded Vacancies

Average Number of Days to fill\*: 40.1

Number of vacancies filled: 10

\*Equals # of days from hiring requisition to job offer acceptance

### Analysis:

- Positions were filled prior to going live in E-Recruiting.

### Action Steps:

- With implementation of E-Recruiting, hiring manager will be able to provide this data.

### Candidate Quality

	Percent	Number
Candidates interviewed who had competencies needed for the job	[XX]%	[XX]
Hiring managers who indicated they could hire best candidate	[XX]%	[XX]

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

Time-to-fill vacancies

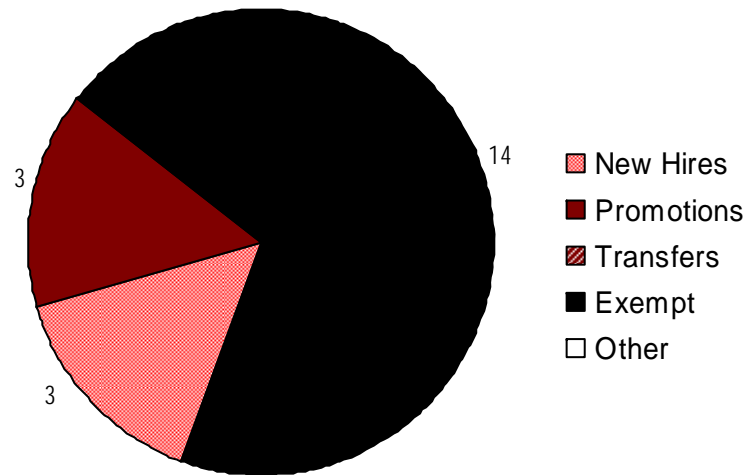
Candidate quality

**Hiring Balance  
(proportion of  
appointment types)**

**Separation during review  
period**

## Office of Administrative Hearings

### Types of Appointments



**Total number of appointments = 20\***

Time period = 7/2006 through 12/2006

Includes appointments to permanent vacant positions only; excludes reassignments

\*Other = Demotions, re-employment, reversion & RIF appointments

### Analysis:

- Exempt numbers reflect turnover of two senior ALJ positions and one line ALJ position.
- Chief's plan which included hiring of Lead ALJs in field offices.

### Separation During Review Period

Probationary separations - Voluntary N/A

Probationary separations - Involuntary 1

*Total Probationary Separations 1*

Trial Service separations - Voluntary N/A

Trial Service separations - Involuntary N/A

*Total Trial Service Separations N/A*

**Total Separations During Review Period N/A**

Time period = July 2006 through December 2006

Data as of December 2006  
Source: Business Warehouse



## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

#### **Percent employees with current performance expectations**

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

## Current Performance Expectations

**Percent employees with current performance expectations = 100%**

Total # of employees with current performance expectations\* = 131

Total # of employees\* = 131

\*Applies to employees in permanent positions, both WMS & General Service

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

## Employee survey ratings on "productive workplace" questions

Overtime usage

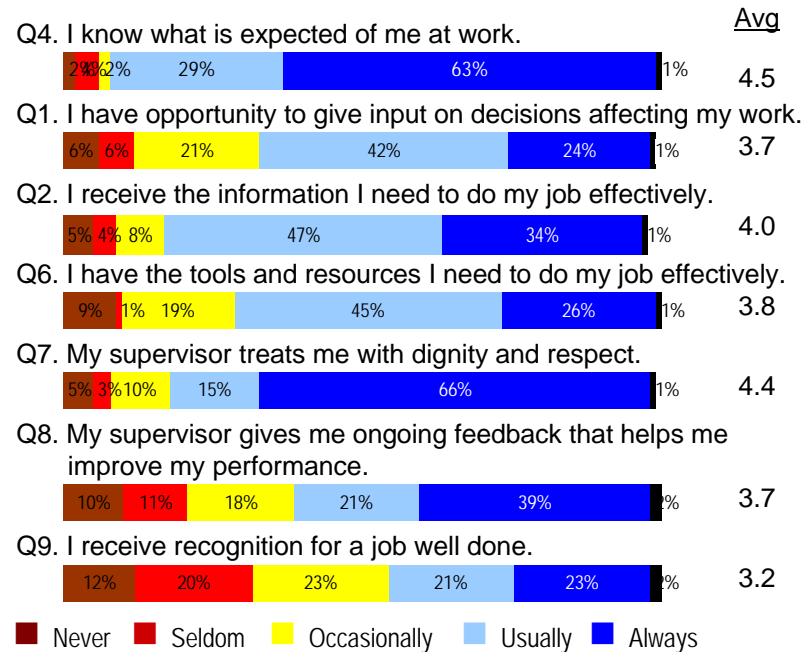
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Office of Administrative Hearings

## Employee Survey "Productive Workplace" Ratings



**Overall average score for Productive Workplace Ratings: 3.9**

Data as of April 2007  
Source: Employee Climate Survey

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

## Overtime usage

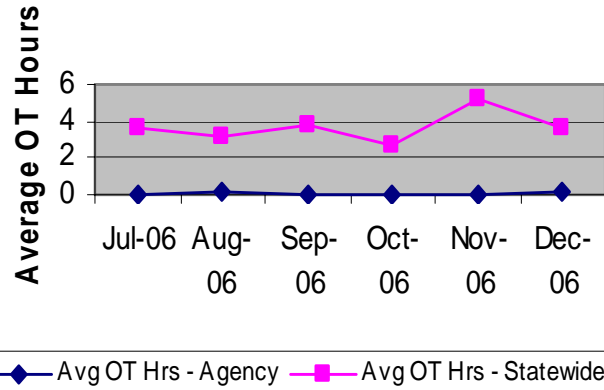
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

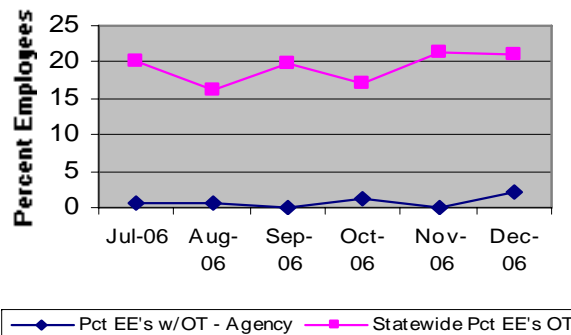
Safety and Workers Compensation (TBD)

Office of Administrative Hearings

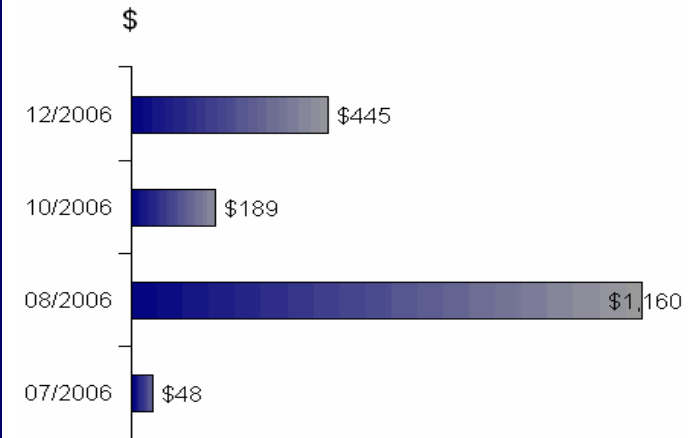
Average Overtime (per capita)\*



% Employees Receiving Overtime\*



Overtime Cost - Agency



\* Statewide overtime values do not include DNR

Data as of April 27, 2007  
Source: Business Warehouse

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

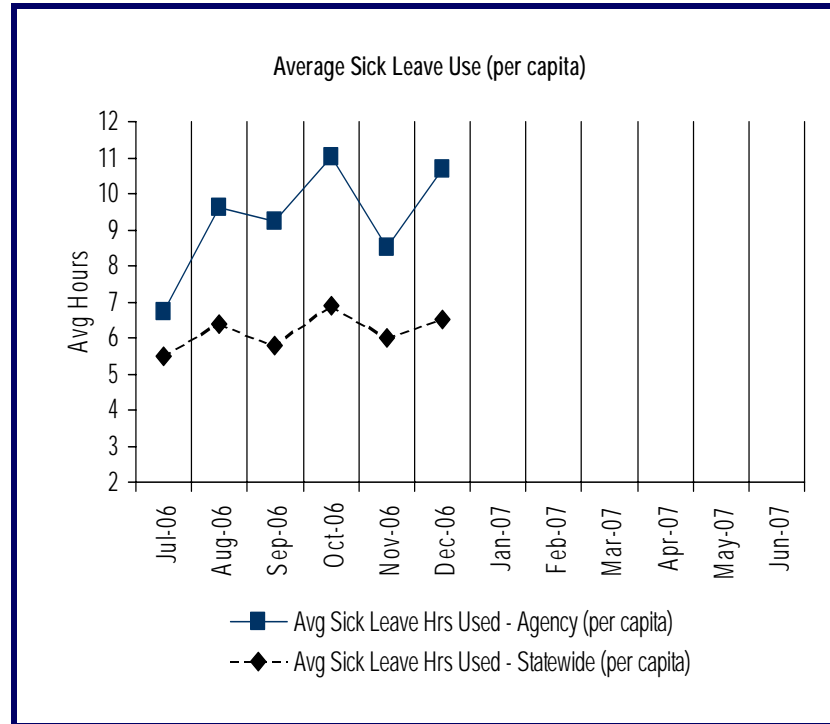
## Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Office of Administrative Hearings

## Sick Leave Usage



### Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used, per capita – Agency	Avg Hrs SL Used, per capita – Statewide	% of SL Hrs Earned, per capita – Agency	% of SL Hrs Earned, per capita – Statewide
11.12 Hrs	6.2 Hrs	13.22%	79.8%

### Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used – Agency (those who took SL)	Avg Hrs SL Used – Statewide (those who took SL)	% SL Hrs Used vs Earned – Agency (those who took SL)	% SL Hrs Used vs Earned – Statewide (those who took SL)
10.77 Hrs	37.1 Hrs	70.63%	74%

Sick Leave time period = July 2006 through December 2006

\* Statewide data does not include DOL, DOR, L&I, and LCB  
Source: HRMS

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Safety and Workers Compensation (TBD)

Office of Administrative Hearings

## Non-Disciplinary Grievances (non-represented employees)

**Total Non-Disciplinary Grievances = 0**

\* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Data as of December 31, 2006  
Source: n/a

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Safety and Workers Compensation (TBD)

Office of Administrative Hearings

## Non-Disciplinary Appeals (non-represented employees)

**Total outcomes = 0**

**Time Period = July 2006 through December 2006**

Source: Dept of Personnel

## Develop Workforce

### Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

### Performance Measures

**Percent employees with current individual development plans**

**Employee survey ratings on “learning & development” questions**

Competency gap analysis (TBD)

## Individual Development Plans

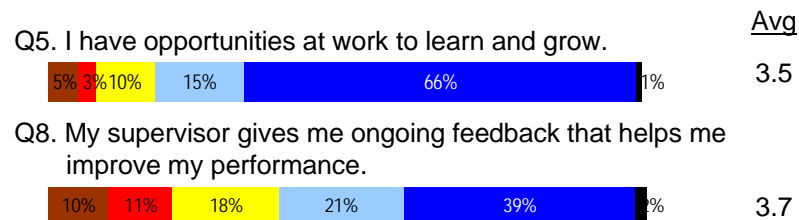
**Percent employees with current individual development plans = 49%**

Total # of employees with current IDPs\* = 64

Total # of employees\* = 131

\*Applies to employees in permanent positions, both WMS & GS

### Employee Survey “Learning & Development” Ratings



**Overall average score for Learning & Development Ratings: 3.6**

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

#### **Percent employees with current performance evaluations**

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Current Performance Evaluations

**Percent employees\* with current performance evaluations = .08%**

Total # of employees with current performance evaluations\* = 10

Total # of employees\* = 131

\*Applies to employees in permanent positions, both WMS & GS

### Analysis:

- Implementation of the PDPs was phased in over a period of time.
- Results are starting to appear and the numbers will increase by next report.

### Action Steps:

- Advise supervisors of due dates and track data for next report.



# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.

Employees are held accountable.

## Performance Measures

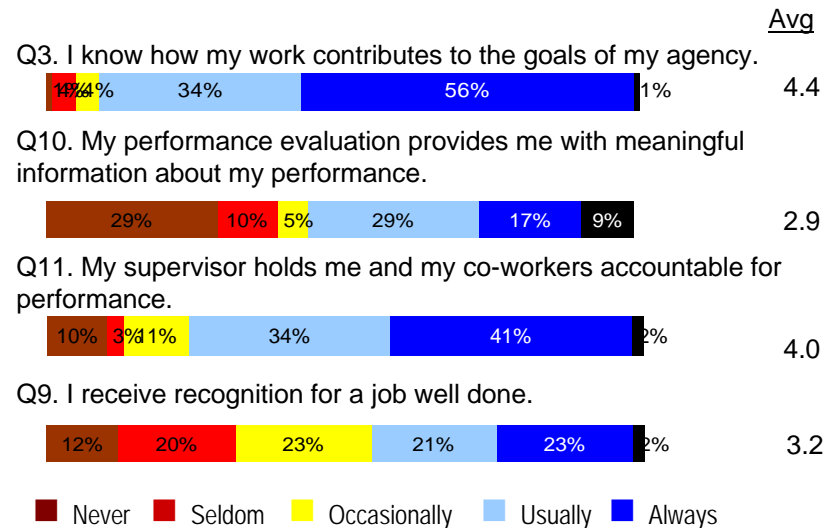
Percent employees with current performance evaluations

## Employee survey ratings on “performance and accountability” questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Employee Survey “Performance & Accountability” Ratings



## Analysis:

- Q10-With the implementation of the PDPs, this average should increase by the next employee survey.

## Action Steps:

- Ensure supervisors provide meaningful feedback through the evaluation process.

**Overall average score for “Performance & Accountability” ratings: 3.7**

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Formal Disciplinary Actions

### Disciplinary Action Taken

Time period = July 1, 2006 through December 31, 2006

Dismissals	0
Demotions	0
Suspensions	0
Reduction in Pay*	0
<b>Total Disciplinary Actions*</b>	<b>0</b>

\* Reduction in Pay is not currently available in HRMS/BW.

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.

Employees are held accountable.

### Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Disciplinary Grievances and Appeals

### Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

Time Period = July 1, 2006 through December 31, 2006

- 0 Dismissal
- 0 Demotion
- 0 Suspension
- 0 Reduction in salary

**0 Total Disciplinary Appeals Filed with PRB**

### Disposition (Outcomes) of Disciplinary Appeals\*

Time period = July 1, 2006 through December 31, 2006

n/a

\*Outcomes issues by Personnel Resources Board

# ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

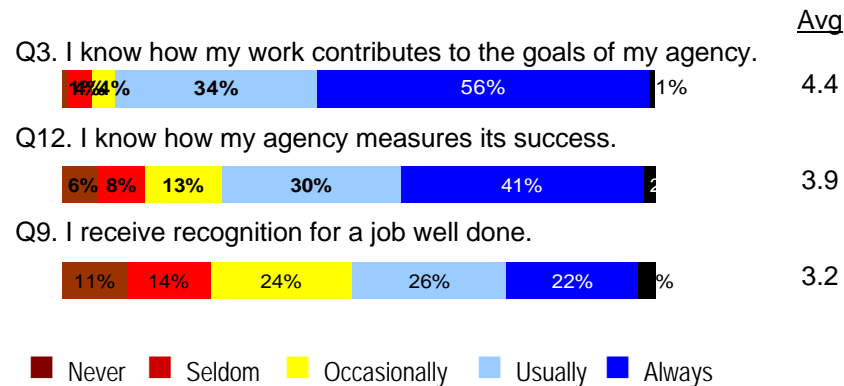
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Office of Administrative Hearings

## Employee Survey "Employee Commitment" Ratings



**Overall average score for Employee Commitment ratings: 3.9]**

# ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

## Turnover rates and types

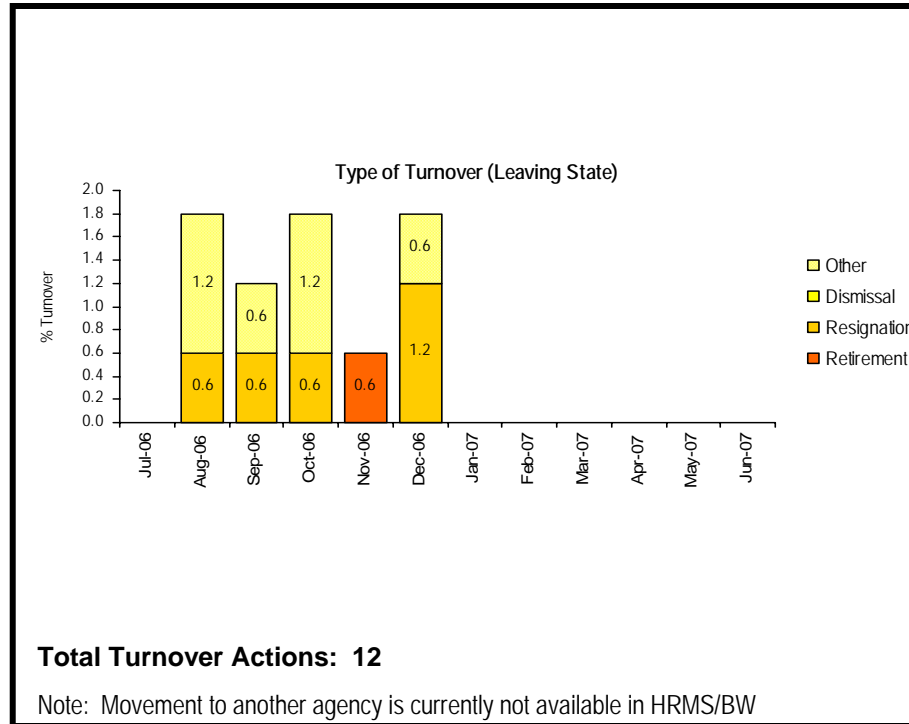
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Office of Administrative Hearings

## Turnover Rates



### Analysis:

- Majority of staff turnover has been due to employment outside state service.
- There has been one probationary separation and one disability separation.

# ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

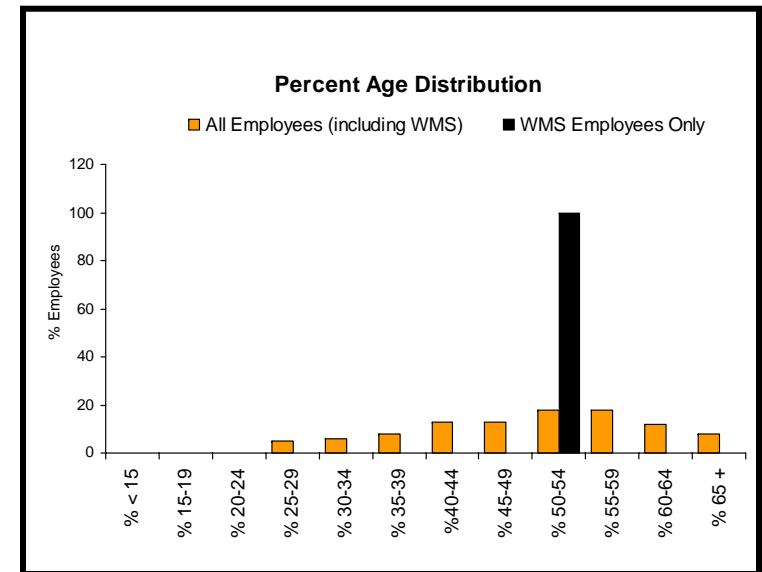
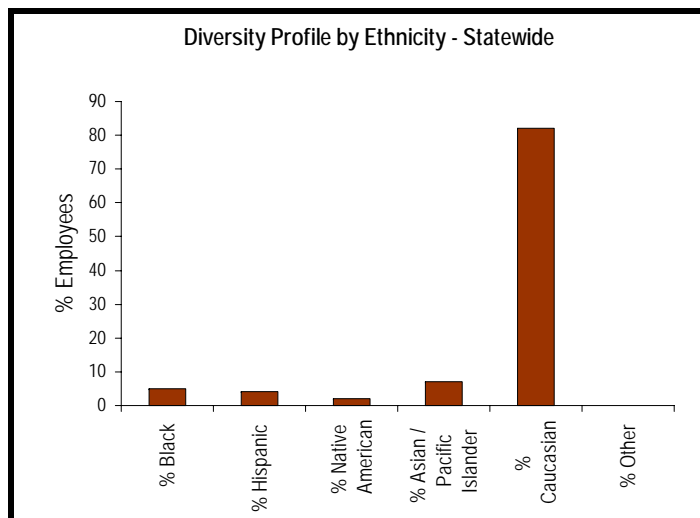
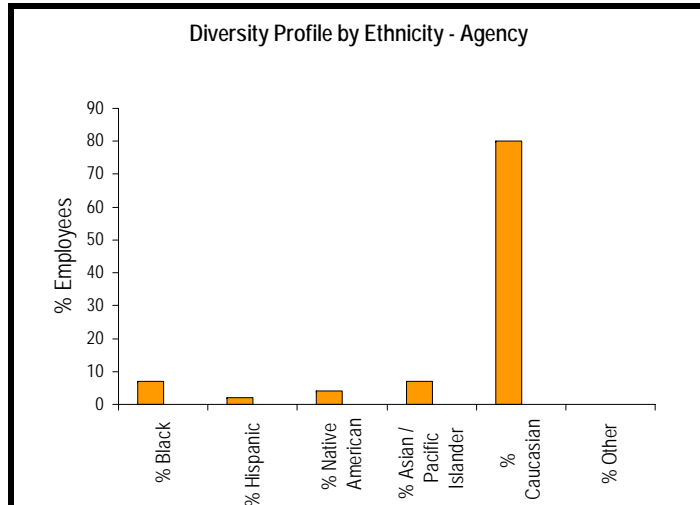
Workforce diversity profile

Retention measure (TBD)

Office of Administrative Hearings

## Workforce Diversity Profile

	Agency	State
Female	61%	52%
Disabled	13%	5%
Vietnam Vet	8%	7%
Disabled Vet	2%	2%
People of color	20%	18%
Persons over 40	81%	75%



Data as of January 1, 2007  
Source: Business Warehouse